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# all VOLUNTEER

The Army's recruiting and retention professional magazine since 1919

JULY 1979

**Reserve  
Guard  
Regular**

**TOTAL  
ARMY**






# Commander's Notes



On 1 May 1979, the merger of Active Army and Army Reserve recruiting under USAREC was completed--smoother and quicker than anticipated. With USAREC assuming daily recruiting responsibility and the USAR unit members providing quality referrals, we have an unbeatable team. USAREC's FY 79 USAR track record is proof of the success of this partnership. Through 28 May 1979 we have achieved 102.3 percent of our objective with significant gains being made in the nonprior service area.

Reserve recruiting and Reserve activities receive special attention in this issue of all VOLUNTEER. Ideas and various approaches to Reserve Component problems and recruiting possibilities related here are well worth consideration by the entire Army recruiting community. Send me your ideas to build an even stronger Army recruiting team.

  
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Major General, USA  
Commanding

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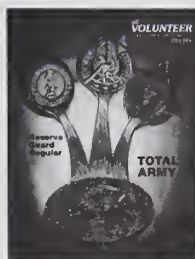
**FLARE**

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This month's cover was designed and executed by Lou Pearson, Ft. Sheridan TASO. It depicts the fusing of all the Army components—Reserve, Regular and National—into the Total Army, a force for the protection of our country. The back cover is of PFC Leila Koelsch exterminating pests in the post greenhouse (MOS 91S). She was photographed by MSG Wolfgang Scherp.







by CPT Arthur House  
OCAR-Public Affairs

**The Scene:** a theatre-like conference room in the Pentagon.

**The Event:** a welcoming briefing for newly assigned HQDA action officers.

**The Speaker:** General Bernard W. Rogers, Army Chief of Staff.

"... If you don't know anything about the Reserve Components, ladies and gentlemen, you are going to have to learn and learn

## RCCC:

### Four letters that guarantee Army readiness

quickly. We mean business about the 'Total Army.' In any future conflict, we all go together."

General Rogers' strong words to his newly assigned staff officers are indicative of the gravity with which the Army views the readiness of its Reserve Components. With better than half of the Army's requirements composed of the Army National Guard and Army Reserve, the days of the Reserve Components' "weekend warrior," second class status, are over.

The concern for getting and keeping the Reserve Components ready begins at the very highest echelons of the Army staff. And, since September 1976, a top level council has been easing the progress of key Reserve Components readiness-related actions through the staffing rounds at Headquarters, DA.

#### THE RCCC

The group is called the Reserve Component Coordination Council (RCCC), and it is chaired by the Army Vice Chief of Staff. Membership includes general officers from

major DA staff elements; the Chief, National Guard Bureau; the Chief, Army Reserve; the Director of the Army National Guard; the Deputy Assistant Secretary of the Army for Reserve Affairs; and a representative of Headquarters, FORSCOM. The RCCC meets monthly.

The Council's charter outlines its responsibilities.

"The Council . . . reviews progress on Reserve Component matters related to readiness improvement, ascertains problem areas, issues and coordinates requisite taskings to the Army Staff, provides a sense of urgency, and reviews the progress of Staff efforts."

So what's the urgency? Why is there a need to convene top general officers and a deputy assistant secretary of the Army to "push" staff actions on behalf of the Guard and Reserve?

The need for this special monitoring group, the need for a group with the clout to steer and coordinate staff actions, reflects the Secretary of the Army's statement that the Army "cannot perform its

mission without the Guard and Reserve." The Secretary's comment came in a formal address before the National Guard Association's 1978 convention.

## THE RESERVE ROLE

If the Total Army had to go to war today, over 50 percent of the deployable forces would come from the Guard and Reserve. Other Reserve Component forces which would not deploy have critical stateside missions, including operation of the Army's training establishment.

Better than a third of the Army's aviation assets are Guard and Reserve forces; about half of the infantry and armor battalions, sixty-five percent of its combat engineer battalions, and two-thirds of its tactical support forces are peacetime Guardsmen and Reservists. With no draft, there is little wonder why Secretary of the Army Clifford L. Alexander, Jr., states that the Guard and Reserve are essential to the Army's ability to do its job.

## RCCC TO THE RESCUE

Though dollars are short, there is no sparsity of good ideas to help cure the readiness ills of the Guard and Reserve. Good ideas abound, and are constantly under consideration.

The DA staff itself is the germination of many Reserve readiness proposals. Particularly active in the proposal business at DA are the National Guard Bureau, and the Office of the Chief, Army Reserve. These two DA staff agencies are in constant touch with the problems and goings on of Guard and Reserve organizations.

With their fingers on the pulse of the Guardsman and Reservist in the field, NGB and OCAR frequently propose actions, large and small, to help get problems ironed out.

Readiness proposals often come from the field. Sixth United States Army, for instance, proposed a number of actions under the umbrella title "Something for Nothing," or SOFONO, for short. Each proposal was designed to reduce the

administrative burden on Reserve Component commanders, and to do so at little or no cost. By December 1978, with RCCC backing, 37 of the 65 SOFONO proposals had been adopted, just 23 had been disapproved or withdrawn, and others were in staffing.

Other readiness efforts pop from the minds of individual senior Reserve officers. One particularly fruitful brainstorming session of senior officers with Reserve Component experience, called by the Vice Chief of Staff in July 1977, produced dozens of serious proposals. Included in the session were active, Guard and Reserve general officers, and senior civilian officials. (Their proposals included actions affecting recruiting management, enlisted options, new methods and options of training, readiness reporting, and elimination of troublesome administrative tasks.)

There are plenty of good ideas . . . but ideas have a tough road to travel when they enter the Pentagon. Even apparently simple proposals can involve matters which fall under the responsibilities of a dozen DA staff directorates, of-

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*The Army cannot perform its mission without the Guard and Reserve.*

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fices, and agencies. Many proposals pose legal questions; and nearly all, no matter how trivial or monumental, involve the spending of taxpayer dollars.

Here is where the Reserve Component Coordination Council goes to work. Here is where the council's involvement can make a real difference.

With representatives of the deputy chiefs of staff for personnel, operations and logistics, as well as from other major DA staff elements, the RCCC gets answers. If conflicts arise between two or more of the staff agencies working a Reserve action, the RCCC provides a candid forum in which to thrash things out. (And, with the Vice Chief of Staff sitting in the chair, a decision can

often be made on the spot.)

When it appears that a matter is getting bogged down, the RCCC can provide the direction and the sense of urgency needed to move the proposal along. If a proposal raises legal questions, the Council can tap the expertise of the office of the Judge Advocate General. If the matter involves changes to Public Law, or requires defining the intent of Congress, the Office of the Chief of Legislative Liaison is represented on the Council, ready to get involved. And because all of the actions involve resources, the Council has the power to call on any element of the Army Staff.

## RCCC MANAGEMENT

The progress of Reserve readiness issues calls for intensive management on the part of the RCCC. From the time an action is first addressed by the Council, until it is finally adopted or combined with related issues or dropped, it is under close and constant watch. RCCC minutes, meeting summaries, and other forms of information on the Council's efforts are made available to all interested parties. These media give a frequent, detailed, blow-by-blow account of what's going on with each RCCC-watched project.

The vigor of RCCC's monitoring is such that once a Reserve Component readiness issue lands on the Council's docket, it is assured of a thorough, prompt consideration.

## THE RCCC TRACK RECORD

Many RCCC-monitored actions have been approved, funded and implemented. Successful completion of these actions was undoubtedly aided by the unique combination of clout and urgency that the Council brings to its deliberations.

Notable among the RCCC-watched issues that now comprise functioning programs is OCONUS training. Now underway, the program annually sends some 60 Guard and Reserve units to perform their Annual Training overseas, training alongside active forces in realistic, mobilization-like settings. OCONUS training benefits active



# RCCC

and Reserve forces alike. (Reserve Components participants get a first hand look at the sort of mission they will have in wartime. Active forces develop an appreciation for the reality of the "Total Army" concept, when they see Guard and Reserve units pulling into line.)

The Affiliation Program is another effort watched closely by the RCCC. This program teams up active and Reserve Component units into formal training relationships. Some of the Reserve units train alongside their active affiliates, and all keep close tabs on the training priorities, missions, and staff operations of their counterparts. (Affiliation, like OCONUS training, gives the Total Army idea an ongoing taste of reality.)

RCCC monitorship has also assisted the implementation of a number of new Congressionally funded recruiting incentives. These include new split training options, which allow some Reserve Component recruits to take their basic training and skill training in separate active duty periods. This innovation allows the eligible recruits to tailor their active duty requirements, to a certain extent, around school and seasonal employment schedules.

For many years, the Army Guard and Army Reserve had only a few hundred full time recruiters within each component. Now the Army Guard has some 1300 production recruiters; the Army Reserve has over 1100. Army Reserve recruiting is now supported, too, through active management by the US Army Recruiting Command. USAREC, long in the active recruiting business, has now turned the expertise of its experienced managerial structure towards USAR recruiting needs.

An attractive enlistment/re-enlistment incentive package was recently adopted. Now, nonprior service recruits in carefully selected Guard and Reserve units may be eligible for cash enlistment bonus-

es. A variation of the enlistment option allows a new recruit to opt for educational assistance instead of cash. And, in some units, re-enlistees can also receive monetary bonuses. These actions broke through a long standing "bonus barrier" against such payments to Guard and Reserve troops. The program, though restricted by funding to selected units only, should indicate if bonuses can make a significant dent in the critical Reserve Component manpower shortages. (The RCCC is watching the program's progress closely.)

Stability of the Reserve Component force structure is another issue which has received RCCC attention. When Guard and Reserve units are reorganized frequently, due to changing Total Army force needs, it creates havoc with unit morale, MOS proficiency, and unit training. The RCCC has contributed to a wide-based effort to reduce force structure turbulence. Reorganizations now affect a very small percentage of the Reserve Component force structure (generally less than 3 percent) each year.

The survivor benefit issue is

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*The RCCC has contributed to a wide-based effort to reduce force structure turbulence. Reorganizations now affect a very small percentage of the Reserve Component force structure each year.*

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one of a number of actions designed to involve the family of guardsmen and reservists. Lumped together, these "family support" issues recognize that a part-time soldier is much more likely to stay in the Guard and Reserve when the family is interested and involved. Families who know why we need strong Reserve Components; families who feel informed and a part of the team are much more likely to provide a home environment conducive to reenlistment. (Many guardsmen and reservists who leave the program cite "family problems" as the reason that caused them to drop out.


The RCCC is monitoring a number of efforts designed to make the Reserve Components more attractive to the families of members.)

In addition to keeping people on board, the Guard and Reserve face a very special challenge in attracting young, nonprior service recruits into the units. Another RCCC-monitored program now makes it possible for a young person to enlist and be a paid unit member before going away for training. It may be months between enlistment and the time a recruit enters initial active duty for training. The intervening months were a discouraging time, the prospect of which turned off many potential enlistees.

In the past, only high school graduates and seniors could be paid unit members before initial active duty for training. Under the RCCC-backed modification, these recruits may still be paid up to 180 days before they leave for training. But now, other recruits (non high school seniors/non grads) may be paid unit members up to 90 days before departure for training. (Also, the modification provides the Army with greater flexibility in administering the program.)

## WHAT'S COMING UP

Reserve Component improvement is an ongoing effort. The flow of ideas, proposals, and staff actions never ends. It is reasonable to expect that the work of the RCCC will increase in future months and years, as the effort to create a true Total Army, up to strength and ready, continues.

Some of the issues which are likely to surface before the RCCC include changes in readiness reporting procedures, changes which will more accurately reflect Reserve Component unit capabilities; the Council may give consideration to legislative proposals to extend certain veterans' benefits to Reserve Component personnel; placement of reservists living overseas into mobilization assignments schedules is another likely topic, as is increased overseas training of Guard and Reserve units. 



*Sergeant First Class Billy Powell discusses strategy with members of his girls' basketball team prior to a practice session.*

# Joint recruiting: The greatest thing since sliced bread?

by Joyce L. Robbins  
Columbia DRC

While all Reserve-Active Army mergers may not be "marriages made in Heaven," there's one area where it's working just fine. A visit with Reserve recruiter Sergeant First Class Billy Powell is enough to sway the staunchest skeptic. Powell has nothing but praise for the new system, and the active recruiters he works with are just as happy as he that he's moved into the recruiting station at West Evans Street in Florence, SC.

In a situation that could cause some jealousy, Powell doesn't see any reason why it should. The soft-spoken soldier looks puzzled when asked about such problems and says, "We're not competing since we

don't recruit from the same markets. I'm selling a part-time job in limited skills. my market is also the individual who wants to go away for a short time but doesn't want to leave home for good. College students are my best prospect since I can offer them programs that they can use while they continue going to school."

It's evident that Powell's co-workers share his feelings. Powell continues, "Recently another recruiter at the station had an appointment to give a presentation to a high school class, but a funeral was scheduled that he wanted to attend. So he asked me to talk to his class." With obvious pride he added, "He trusted me not to mess up his school."

Listening to Powell's presentation to a health occupations class at a local technical college, it's clear that he does, indeed, tell both stories. His presentation covers qualifications, options, training, and benefits for both the Active Army and Reserve. He even includes the statement, "The Active Army can give you all that I can; plus, they can give you a career." Obviously, the Active Army recruiters have nothing to fear when this Reserve recruiter fills in for them.

"It's definitely a two-way street," Powell explains. "If the other recruiters see someone who's interested in the Reserve, they'll pre-qualify the individual for me, then give me a call to set up an appointment."

Enthusiastic is the best description of Powell's reaction to the Reserve-Active Army merger. He

explains, "I feel that I'm definitely benefiting from this arrangement. I haven't had any problems but I've worked to earn the respect of the other recruiters and vice-versa. A Reserve recruiter has to act like a recruiter; that's the best way to earn respect. A recruiter doesn't have a 9-to-5 job whether he's working Reserve or Active Army enlistments."

He continues, "I like being at a recruiting station where there's someone around to take messages if I'm not in. Previously, someone might call for a week just to get in touch with the Reserve recruiter. Now there's always someone in the office who can answer a caller's questions. There isn't a recruiter in the entire area who doesn't know



# The greatest thing since sliced bread?

the qualifications for a reservist. I also find that I get more information and that I get it quicker. When anything new comes in, the station commander keeps us all informed."

Powell's faith in his station commander shows in his next comment, "My station commander wants everything right, and I can't get in trouble if I do what he says. The area commander and assistant area commander make me feel that they're there to help if there's a problem. Honestly, I'm treated just like the other recruiters. Sure, sometimes we get 'teed off' at each other, but—basically—they treat me just like my family does. I have my day in the office just like everybody else."

The member of the six-man station continues, "Under this system, the Reserve recruiter benefits because he has more sources of information. With the support from the station commander, assistant and area commanders, and DRC personnel, problems are resolved and answers obtained quicker."

The less-industrious might not consider being assigned to a top-producing area an asset, but Powell does. During Fiscal Year 78, recruiters assigned to the Florence area were responsible for 825 new contracts for a record of 256 percent of objective for the year. As Powell says, "In this area, you have to be 200 percent and that inspires me to do a little better." Whatever the inspiration, Powell's record this calendar year of 200 percent of objective in January, 280 percent in February, 200 percent in March, and 260 percent in April is certainly impressive.

Modestly, Powell disavows any secrets or magic formulas for success. He says, "Certainly there's no set formula that works for

everybody, but there are some things that I do that I feel are important. For instance, I believe that you have to sell yourself before you can sell anything else. So I try to always keep my uniform neat and my hair well-groomed." Powell's impeccable appearance reinforces his words. "I also wash my car every week and keep it clean.

"As for my recruiting methods," Powell ponders a moment and says, "I really use my ASVAB list since that lets me know an individual is qualified before I spend too much time with him. Actually, the average person stays in my office less than 10 minutes. I don't try to oversell. If he's not interested in being tested, he's not interested."

"I leave cards at service stations, car washes, wherever there are people. Of course, I work my schools. Sometimes a very small school can be a good place to recruit. I have one school that's small and way out in the country, but it's my best school. I find it best to go to a school during the middle of the day—during lunch period. When I go during classes, I find that three or four people come just to get out of class. If I go during a lunch period, the kids who come to see me then are usually really interested and ask good questions. Most of my contacts at the school start with the guidance counselor. The guidance counselor works with students who are planning to go to college so they're interested in finding financial help for these students, and they can get the students out of classes whenever necessary."


"I also visit the state employment agency. But most of recruiting is somebody telling somebody about you. Most leads come from people I've put in before or those I'm working on."

Community activities are an important aspect of Powell's life. He's President of the Brotherhood, a men's group at Southside Baptist Church, a coach and player for the church's men's softball and basketball teams, and coach of the girl's basketball team for the city league. While these activities are certainly great for his personal life, he thinks they benefit his job also.

He says, "I think the exposure through my church activities is helpful to my recruiting. I meet a lot of young people who are potential enlistees and a lot of older people who are centers of influence. One Sunday a month I wear my uniform to church. People associate me with my job, but they still see me as an integral part of the church and the community."

"You have to be over the age of 17 to play on the men's softball or basketball teams. I don't have any enlistments from the team yet, but I think I will. Even if I don't get any enlistments from these teams, I'm helping to build a good image in the community and that will pay off."

A self-proclaimed family man, Powell attributes part of his recruiting success to his wife Becky. Becky works for an employment agency so when a prior service person comes in, she often sends him over to see me. She's also understanding about the many nights when I have to take someone to the bus station or go there to pick up an applicant."

Powell's attitude is one of appreciation for the support of his co-workers, superiors, wife, and for the hard work that he feels is vital to a recruiter's success. As he says, "If you want to be good, you have to pay the price . . . and it's a lot more fun to be at the top!" He should know. 





From left to right: LTC Luis A. Tavares, MAJ James F. Reed III, SFC Pedro J. Bonilla and SSG Jose A. Martinez join forces for EEO.

*The Hispanic community in Rhode Island grew from 2,000 in 1970 to over 35,000 today, but the Rhode Island Army National Guard's rolls did not reflect this growth. Something was needed to assure representation in their strength posture ... they found it in AAA: the Affirmative Action Approach to recruiting.*

# EEO hits the Rhode Island NG

The Rhode Island Army National Guard's affirmative action approach to recruiting proved that its race relations/equal opportunity branch is also an effective part of the recruiting force. That branch not only helps solve issues involving race relations and equal opportunity, it also serves as a vehicle to recruit individuals from the minority communities.

Their involvement began when a Rhode Island Air National Guard C-130 returned from Puerto Rico almost empty after delivering an engineer battalion there for annual training. "Almost" empty because Lieutenant Colonel Luis A. Tavares, was on board along with Sergeant First Class Pedro J. Bonilla and Staff Sergeant Jose A. Martinez, reenlistment NCOs with the Puerto Rico Army National Guard. At the end of the trip, they met their Rhode Island team counterparts, Major

James F. Reed III, 1st Lieutenant Paul H. McLaughlin and Staff Sergeant Dorothy A. Reed, all of the state race relations/equal opportunity staff.

The program was set in motion by defining the goals and the methods they would use to meet them:

- Improve the working relationships with the various Hispanic organizations.
- Increase the visibility of the RIARNG in the Hispanic community.
- Involve the recruiting personnel in the recruitment of Hispanics.
- Increase the Hispanic representation in the RIARNG.
- Solidify contacts with Hispanic community leaders and organizations to establish a foothold for recruitment efforts.
- Inform the Hispanic com-

munity of the opportunities available to them through membership in the National Guard and the Guard's role in the community.

It should be noted that the Hispanic community in Rhode Island has grown from approximately 2,000 in 1970 to over 35,000 today.

The team used every possible moment working towards accomplishing the mission. Hours were spent "pounding the pavement," communicating with the people in the Spanish community, informing them of the various meetings that would be conducted at the local Hispanic organizations.

During the meetings held at the organizations, members and invited guests were informed of the benefits and opportunities available to them through membership in the National Guard. This was explained by Tavares, Bonilla and Martinez in Spanish, talking about the

## *It all started like this . . .*

At an equal opportunity seminar at the National Guard Professional Education Center last fall, Major James F. Reed III, race relations/equal opportunity officer of the Rhode Island Army National Guard, had a conversation with Lieutenant Colonel Luis A. Tavares, state equal opportunity officer with the Puerto Rico Army National Guard.

Reed contemplated the feasibility of members of the Puerto Rico

Guard supporting the Rhode Island Guard with its Hispanic program. He knew many untapped resources would be available if the professionally trained Spanish-speaking personnel could lend their expertise in contacting Hispanic organizations and talking to members of Hispanic communities.

Back in Rhode Island, Reed presented the idea for the program to Major General Leonard Holland, adjutant general and commanding

general of the Rhode Island National Guard. He endorsed the approach and sent a letter to his counterpart in Puerto Rico, Major General Orlando Llenza. Llenza responded: "... Hispanic-Americans are a vital and energetic part of our nation's human resource, and their participation as active members of your organization insures the proportioned sharing of the national defense responsibilities we all care for."

## **EEO hits Rhode Island NG**

National Guard and the role it serves in the community.

By conducting the meetings in this fashion, they assisted in breaking down the language barrier that existed in prior recruiting efforts. Those who had difficulty understanding English were informed of programs available in the state to assist them in overcoming this barrier, thus enabling them to qualify for enlistment.

It was at these meetings the personnel from Puerto Rico introduced Sergeant First Class George Carter and Sergeant Barbara Carter, two recruiters assigned by the state recruiting and retention office to work exclusively with this team and conduct a follow-up activity in the Hispanic community.

Press coverage and involvement of public officials contributed greatly to the success of this project. Among public officials visited were J. Joseph Garrahy, Governor of Rhode Island; Vincent A. Cianci, Mayor of Providence; and Dennis M. Lynch, Mayor of Pawtucket.

By the end of the 2 weeks all

goals were accomplished, including the enlistment of eight new members. Two of the new members, Privates William and Gladys Ramos (husband and wife), enlisted under the Cash Bonus Program.

As luck would have it, those C130s were now being readied for the flight back to Puerto Rico on 23 March to pick up the troops from Annual Training and return the members of the PRARNG to their home station. The Ramos couple was on that flight and on their way to Puerto Rico to spend 2 weeks with their families. They have since returned (by commercial air) and are currently involved in the pre-basic training school conducted by the state.

By contacting the community leaders, organizations, and newspapers, a mutually beneficial working relationship was established. The Hispanic contacts feel free to call upon the Guard for assistance in helping the Hispanic community; The Guard has been assured of continued cooperation. A good example of this is Progreso Latino Director, Mario Pena who has asked

for assistance in presenting a rape seminar in May. The team will be donating its time to aid in this presentation.

Visibility was increased by the physical presence in the community of the personnel from Puerto Rico and the Rhode Island Army National Guard. Visibility was also increased by using flyers in Spanish, publishing newspaper articles, and airing a half-hour program on station WLKW, "Confrontation," hosted by Stephanie Smith, interviewing Tavares, Reed and Bonilla.

A follow-up program is being initiated. It is hoped that during National Hispanic Week in September 1979 the personnel from Puerto Rico may again visit Rhode Island. During this period, the RIARNG plans to actively participate in the Hispanic culture programs and festivities. Also, the project team will again visit the organizations contacted during their initial visit to Rhode Island and seek out individual members of the Hispanic community who joined the RIARNG during the period 11-23 Mar 79.







*Upper left, Kauai Army National Guardsmen belonging to the 1st battalion, 29th Infantry deplane at Hickam Air Force Base. Above, SP4 Ken Narvarez camouflages fellow soldier, PFC John Silva. Left, a guardsman adjusts the sights of a TOW anti-tank weapon during a field exercise. Below, guardsmen simulate an airmobile assault on Oahu.*

# Active and Guard combine for Hawaii Roundout



**by Dennis Y. Fujii  
Hawaii National Guard**

When the final chapter of the Vietnam era came to a close, the US Army faced imminent personnel shortages. However, the Army and its mission—to defend our nation with its resources of manpower and material—remained.

Economic necessity bred a new defense concept—Roundout. Under Roundout, Reserve Component units would “Roundout,” or fill out, active duty forces.

In April 1973, the 25th Infantry Division in Hawaii reorganized in

# Hawaii Roundout

such a manner that it was without the support of one infantry brigade, a field artillery battalion, a medical company, a maintenance company, an engineer company and an air cavalry troop (all in support of the brigade).

The 29th Infantry Brigade of the Hawaii Army National Guard was designated a Roundout brigade to provide these additional units. In the event of federal mobilization, the Hawaii Army National Guard units would become an integral part of the 25th Infantry Division.

Roundout provided a mobilization mission for the National Guard units. It became clear which division unit each Guard unit would join upon mobilization. The National Guard's preparation for mobilization became more meaningful.

Roundout also provided the 25th Infantry Division commanding general with a challenge. Knowing that the 29th Infantry Brigade would become his third brigade, he became as concerned with it as he is with his own two organic brigades.

Since 1973, the working relationship between the 29th Infantry Brigade and the 25th Infantry Division has become the showcase of the Roundout program throughout the Nation.

The significant success of this relationship has brought commanding generals of the Reserve Components, and of the Army, to Hawaii from the mainland to observe and evaluate the success of Hawaii's Roundout program.

What made the Hawaii Roundout program work? Was it the weather?

The single most significant fact was that it took many people from both sides to make Roundout a success.

A vivid example of people making Roundout work is in the area of training. The 25th Division has supported the 29th Brigade in many training requirements and has even anticipated the brigade's needs. The division has provided instructors

for necessary military training.

During the Guard's annual training, support needed by the Guard was given without hesitation. Beginning with annual training 1977, all Army Guard Roundout units were placed under the operational control of the 25th Division.

Training was such a success that similar annual training was carried out in 1978, with the addition of the 100th Battalion, 442d Infantry of the US Army Reserve coming under the operational control of the 29th Brigade as its third battalion.

The division has also invited Roundout units to participate in the division-sponsored Tropic Lightning exercises. These are field training exercises, 3 to 5 days long, where brigade and battalion headquarters carry out their functions as part of the total division.



*COL Ellsworth Bush (second from right), commander of the 29th Infantry Brigade, observes the operation of Company A, 2d Battalion on Oahu.*

In addition, the 25th Division has invited members of the 29th Brigade to participate in the division's out-of-state training, which has included New Zealand and Australia. These unique experiences have served as excellent tools for recruiting and retention.

Another way in which the division has assisted the 29th Brigade in its training is in preparation for the Skill Qualification Test (SQT). Division personnel, who previously underwent SQT testing, are able to

give first hand experience and advice to the training guardsmen.

On the other hand, the Hawaii Army National Guard has supported the 25th Division by making available transportation, billeting areas, and staffing support during their training on the neighbor islands. The Guard has also aided the division with use of Guard equipment.

Equipment for the 29th Brigade has become a higher priority than in other Army Guard units. When mission-essential equipment is identified, which the 29th Brigade does not have, the division attempts to make it available to the Guard. For example, before the Army Guard received the TOW missile, Hawaii Army guardsmen had gained some familiarity with it by training on division equipment.

Brothers in combat, Hawaii Army National Guard soldiers,

training side-by-side with soldiers of the 25th Infantry Division, have gained the confidence and respect of many in the Army today.

Roundout is alive and proving that it works in Hawaii. The people involved in Roundout are the key to making it work. And they are making every attempt to further improve the program. There are sacrifices that must be made by both the 25th Infantry Division and the Hawaii Army National Guard, but the end result makes it all worth it.







*Students of the 91BX basic medical technician course prove their knowledge by written and practical testing. Here, two students practice mouth-to-mouth resuscitation.*

# ***Reserves work for medic MOS***

**by SFC Ken Holt  
804th Hospital Center, USAR**

Anyone familiar with the Army enlisted medical field knows that a 91B MOS (Military Occupational Skill) is the basic medical technician or "corpsman." Now, a new program called 91BX (X for experimental) is open to qualified reservists.

The program not only trains students in an innovative way to attain the 91B MOS, but it opens the door to new opportunities in civilian and Reserve nursing.

The 399th Combat Support Hospital, Taunton, MA, was one of seven units in the First Army area selected to participate in the 91BX program. The school is staffed with professional nurses from the 399th and its 30 students were accepted from five area USAR units.

Why the need for a new 91B training program and how does it differ from past programs?

Developed by the Academy of Health Sciences at Fort Sam Houston, TX, 91BX was implemented Army-wide by Training and Doc-

trine Command to better facilitate learning and to improve cost effectiveness.

The new curriculum uses "task based training," emphasizing practical laboratory exercises which accommodate all of the tasks. The total of 65 critical tasks are broken into ten groups or modules, each of which must be completed in sequence, before progressing to the next.

Tasks are presented through audiovisual tapes to insure standardization. Lectures, discussion

and "hands-on" training complete the curriculum. Students practice in groups of six, with an instructor, to allow closer supervision and to enhance interaction between students and instructor. This is especially effective since the majority of students have no previous nursing experience.

Learning is measured by written tests and practical performance. A student's passing grade is 70 percent for written exams and 100 percent on the practical exercises. Periodic student-instructor sessions provide the opportunity for academic and career counseling. Mid-term and end-of-course evaluation by students and staff allows for objective critique of the program.

The 399th Combat Support

Hospital began the 91BX training in October 1978. The program is scheduled for completion in August 1979, when the class attends Annual Training at Fort Drum, NY. During the first week of AT, students will perform clinical functions, complete the tasks and evaluate the program. The second week, the new medical technicians will apply their skills working under supervision in the post hospital, providing nursing care to patients.

"Professionals providing the training makes the difference," said Major Winona Moeller, the course coordinator and a USAR nurse, stressing the quality of the teaching staff. Each instructor holds either a BS or MS in nursing or education.

"The students are very motiva-

ted. Many are extending their enlistment to complete the course, and some students are actually considering changing their civilian occupation to the nursing field," according to the major.

The impact of the 91BX course on the individual students has been very positive. Sergeant Michael Travers, assistant laundry NCO at the 373d General Hospital, Brockton, offered his comments on the program.

"The pride and confidence of the instructors and their personal interest have made me feel comfortable in the program," he said. "It has given me confidence that I could use these skills in civilian life and continue the medical field as a career." Sergeant Travers hopes to enroll in the Army Reserve 91C (Licensed Practical Nurse) program after 91BX is completed.

Other students are equally positive about the 91BX program, with comments such as,

"The training is excellent.

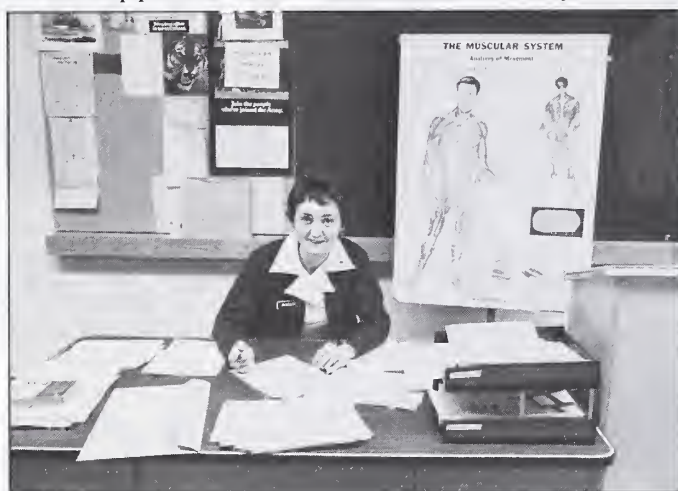
"The instructors are great.

"Since it's a new program it's exciting to be able to participate."

The Bristol Plymouth Regional Vocational School opened their facilities, including classrooms and a nursing laboratory to the Army Reserve at no cost. "The school viewed the operation as a joint community effort and they have been very hospitable," according to Moeller.

Once a student has been awarded the 91B MOS, he or she is eligible to continue medical training. If accepted at a state-approved licensed practical or vocational nursing program, reservists may be eligible to attend at the expense of the US Army Reserve, and may take state boards for license as an LPN, and will be awarded 91C MOS.

Moeller hopes that the 91BX program will be expanded to include other branches of the military service. Reservists interested in this program may contact the Career Opportunities Counselor at their Reserve Center.



Above Major Winona M. Moeller, course coordinator, at work. "Our purpose is to train medical Corpsmen to be functional on the field. A person's life may depend on the skills learned here." Below students take a written test.





**Ed Note:** This issue introduces *all* VOLUNTEER'S first book review section in which the very latest releases dealing with sales, sales management and military history and equipment will be reviewed by

people who are close to the subject matter. With **READING FILE**, we hope to provide another avenue for information to the recruiter in the field.

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## *The Blessman Approach*

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**THE BLESSMAN APPROACH** by Lyle Blessman, Farnsworth Publishing Company, Inc. Rockville Centre, New York, 1978, 241 pages text with appendices, \$9.95.

Mr. Blessman began selling insurance in 1959 for \$300.00 a month. To date, his sales have made him about \$60,000,000.00. This book describes his journey from one extreme to the other. He calls that journey "the Blessman approach" — a capsule view of the principles of selling he learned over the years. He tells his story in clear, easily understood language. His thinking is clear, complete, and concise. More to the point, his style—his "Blessman approach"—can be used by Army recruiters.

Mr. Blessman bases his whole approach on service to his clients, both before and after the sales he made. He says, "Heck, people don't buy because you have a need. They buy because *they* have a need." (page 119). True enough.

To assist people in their buying decision he advocates three major points: know yourself and your tools, know your market and clients, and know your product—cold. He says it isn't easy. He states it takes long hard hours of preparation to best serve your clients or applicants (he's worked as long as 2 years on a single client). He also says the rewards, both in sales made and in personal satisfaction of doing the best job possible, are well worth the effort.

While the book is filled with tales from the insurance field, use of the tools he discusses applies equally to recruiting. What he says about the individual approach to selling is the same thing USAREC says: know yourself and your tools (back to basics), know your market and clients (market analysis and discovering the buying need), and know your product (know the Army—understand the MOS system and how the Army can help you help your applicants). He does all this through a skillful application of time management ("I think organization of man's time, regardless of the business he's in, is most important." page 179) and it's importance in a salesman's (or a recruiter's) life.

In short, Mr. Blessman helps salespeople (or recruiters) understand what they are about and how they can use tools, knowledge, and skills to do the job better. From what he says, and the way he says it, I suspect Mr. Blessman would agree it pays to "work smarter, not harder."

I would highly recommend this book for new and old recruiters alike. It's a good review of selling principles, a great "battery charger," and a lot of good knowledge is well-packaged and easily read.

CPT Douglas A. Mortz, USAR, is the Professional Development officer at HQS, USAREC.

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## *Field Artillery Battalions of the US Army*

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**FIELD ARTILLERY BATTALIONS OF THE US ARMY** Vols. I and II by James A. Sawicki, Centaur Publications, Box 188, Dumfries, VA 22026, 1,281 pages, two volume set \$34.95, single volume \$24.95.

Field artillery buffs can turn on with this two-volume set, documenting individual Field Artillery battalions and the actions in which they participated during World War II and the Korean War. The volumes also describe and illustrate the lineage and history of

those units which began during the American Revolution and fought through the Korean War. The decorations, coats of arms, and unit crests of 1,120 battalions which existed between 1940 and 1960 are illustrated. Volume I covers the 1st through the 399th Field Artillery Battalions and Volume II, the 400th through 1136th.

As a reference for anyone needing accurate knowledge of the Army's Field Artillery history, these works will be difficult to surpass.

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## *Basic Training*

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**BASIC TRAINING** By Burnahm Holmes, with photographs by Dick Frank. Four Winds Press, New York, NY, 121 pps. \$7.95.

The subtitle: *A Portrait of Today's Army*, is quite apt, as this easy-to-read volume does give a thumbnail sketch of the Army's first seven weeks, as well as a few pages devoted to the decision making process that gets the main character into the Army in the first place.

**BASIC TRAINING** is good reading for people in the recruiting business. It brings back memories of when the reader went through basic and also updates the type of training being given today. Some

50 black and white quality photos add realism.

**BASIC TRAINING** would also be of value to have in the recruiting station. The photos and text give a quick overview to what the new recruit can expect during the first 7 weeks he or she is in the Army. And it has added impact in that it comes from an impartial source.

Holmes and Frank do an excellent job of bringing basic training into perspective for both the prospect and the recruiter who has been away from such training for a number of years.

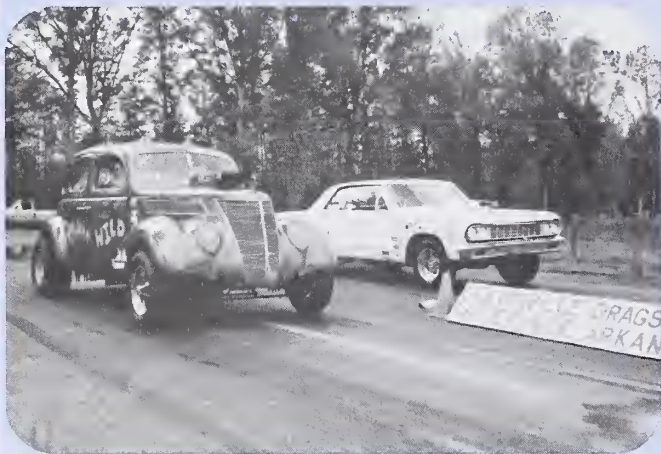
Jock Muhlenbeck is the USAREC Deputy Chief, Public Affairs.



**OFF TO THE RACES** in his 1937 Ford Sedan, **Sergeant First Class Rick Shawver's** taking top prizes.

Working out of Russellville, AR recruiting station for more than 3 years, Shawver has been running his race car at nearby Centerville Drag Strip for the past year.

"Getting into the races has made all the difference in the world in my recruiting program. Now kids come



**SFC Rick Shawver**, owner of this great little car, says it is a big draw for prospects in the Russellville, AR area.

to me instead of the other way around," he said.

He runs the quarter mile track in 10.18 seconds. But his biggest success has been with the kids he's met. Ten of his enlistments this year can be directly attributed to his activities at the drag strip.

His prize, however, is Miss Debbie Frame, a senior cheerleader at Ola High School, the daughter of the drag strip owner and a DEP destined for the Army Security Agency as an administrative specialist.

She qualified for promotion to E-2 within a month of her enlistment in the DEP and she has gone on to refer 11 more of her classmates and friends. Shawver is quick to point out that the year isn't over yet.

"Having a center of influence like Debbie has been dynamite. She'll be an ideal recruiter aide when she's home on leave. She hasn't gone on active duty yet, but you can bet my request to get her back as a recruiter aide has already been completed," he said. (Thomas Gaume, Little Rock DRC)

**THE BALLAD OF JACOB RICHARDSON** is being sung by the Richmond DRC team these days. The

subject of this song of glory is **Master Sergeant Jacob Richardson**, Army recruiter. Rick's not on production anymore; after 8 years of recruiting he was promoted out of the job he liked best. He didn't have green skin and bulging muscles, a magic lantern or a fantastic gadget belt. In fact, he couldn't even jump over tall buildings with a single bound. Rick couldn't do any of these things, but he sure could recruit!

Rick was the man everyone tried to emulate. Recruiters in the Richmond DRC have achieved as high as 415 percent of their yearly objective but none, except Rick, has accomplished a 5-year record of 222 percent, 153 percent, 154 percent, 226 percent, and 237 percent—an average of 191 percent.

What did this brilliant record do for Rick? He was the second, a very close second, to earn the third sapphire and the coveted Recruiter Ring. He was the first from the DRC and Southeast Region to earn both.

Our hero is a quiet man, reserved, with a dignified enthusiasm that often camouflages his drive, intelligence, wit and accomplishments. When asked how he produced all those applicants, Rick would say, "I just do my job and I like doing it."

We know that he planned, programed and performed, managed his time, assigned and reassigned his priorities, cared, talked and could listen. And his big secret was putting them all together.

Jacob Richardson has no middle name. But an appropriate one would be "Recruiter." (Richmond DRC)

**WAVES OF ENTHUSIASM** were generated by a recent Cleveland DRC project. To capitalize on the popularity of high school basketball, the DRC made a sizable mini-basketball buy. Recruiters specified about 20 high schools for which individualized balls were purchased, usually 100-250 balls per school. The balls were manufactured in the schools' colors with imprinted insignia, for example: GO PANTHERS, GO ARMY. One area ordered general "GO ARMY" balls to use as a giveaway item throughout its schools.

The fun began on distribution day in the high schools. Willoughby, OH recruiter **Staff Sergeant James Coyle** reported that, when he opened one box of balls and was surrounded by hustling students, "I felt like a side of beef in a school of piranhas." Some school administrators preferred to control the issue of balls from their offices. Recruiters passed them out at some pep rallies and before and after games. Elsewhere, cheerleaders used them as crowd motivators. Athletic



directors and Booster Club members also got into the distribution act.

Positive responses to this inexpensive giveaway item from students and recruiters are assurance for future buys. Mini-footballs will likely appear next September: look for the ARMY name to be held high by fans in the stands. (Carol Masek, Cleveland DRC)

**IN ANOTHER BASKETBALL STORY**, **Sergeant First Class Monty Montgomery**, Arnold, MO recruiter, played against a team from one of his schools and won. Also representing the recruiting effort on the Granite City, IL Army Depot team that opposed staff members of Fox High School in Arnold, was **Sergeant Johnny Woods** from the Martin Luther King Drive, St. Louis recruiting station, and St. Louis Commander **Lieutenant Colonel John B. Sharp**, who tossed out the basketball to open the game.

The Arnold station recruiters organized the game for publicity. "It helped tremendously," said Montgomery. "One benefit was a feature article in the *Jefferson County News*." (Chris Phillips, St. Louis DRC)

**SOME OF THE ADVANTAGES** of a second language were shown to students of Coronado High School, Scottsdale, AZ, by **Sergeant First Class Douglas Lincoln** during an important "Career Day" program.

He was just the man for the job. Assigned to the Army Intelligence Center School at Ft. Huachuca, Lincoln fluently speaks and writes four languages in addition to English... Russian, German, Spanish, and Thai.

He is also a veteran with more than 16 years in the Army, a graduate of the Defense Language Institute at Monterey, CA, and a teacher of English "as a second language" to foreign-born dependents of military personnel.

Lincoln's informative visit to the high school came about through the efforts of **Staff Sergeant Tom Scandariato** of the Scottsdale recruiting station.

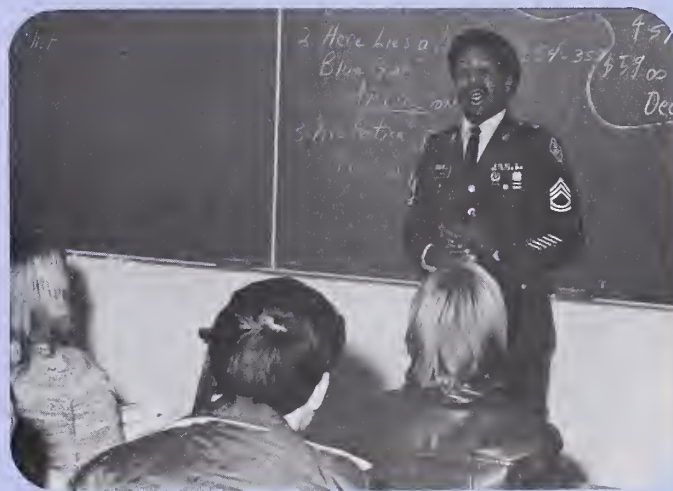
It was intended to illustrate the life and training offered by the Army in linguistically-related skills. The language training enables the soldier to utilize a foreign language in a different way—not by speaking and writing it fluently, but by recognizing key words and phrases of the language in relation to the military mission.

Lincoln billed his presentation "Communication," and began with what must have sounded like a jumble

of unintelligible gibberish to the students. When he asked if anyone had understood him, not surprisingly, no hands went up.

"Just what I thought," Lincoln said. "I actually said 'good morning' in Russian.

"A lot of people see no reason to learn a language like Russian," he answered in reply to a student's question. "They figure they'll never go there. But me? As a member of the Armed Forces, I look at it from a different viewpoint. It's always best to be prepared



**SFC Douglas Lincoln** makes a point during his "communication" lecture during a career day program at a Scottsdale, AZ school.

for any worldwide situation."

He went on to tell of some of the language problems people can have while travelling in a foreign country. He said they can range from the inability to ask for change to use in a telephone to the all important one, "Where is the bathroom?"

"How does a soldier get into the language field?" someone wanted to know. By enlisting in a linguistically-related MOS; for example, MOS 98G, Electronic Warfare/Cryptologic Interceptor-Voice or 96C Cryptologic Traffic Analyst.

However, that was out of Lincoln's domain, so he turned the program over to Scandariato, who, as a recruiter, is more familiar with the changing qualifications of the Army specialties. (Max Caseres, Phoenix DRC)

**WHAT DO YOU DO** when your station isn't making it? You don't just sit there, according to **Staff Sergeant Lewis Rayer**, station commander of the Phil-



Philadelphia DRC's South Philadelphia recruiting station. He hatched the idea of a recruiting marathon, one that would break the 201-continuous-hours record a local Navy recruiting station set on the Navy's 200th birthday in 1975.

Why a marathon? "We wanted more visibility," explained SSG Rayer. "We suspected that neighborhood applicants sometimes took their questions about the Army to other area recruiting stations because they didn't realize we were here."

The marathon changed that. Loudspeakers



A local fife-and-drum corps provided the music during South Philadelphia RS's recruiting marathon.

played patriotic music on the first day while the parking spaces in front of the station were filled with Army vehicles—a gamma goat, a jeep, an ambulance. A local fife-and-drum corps provided an unusual entertainment note. Indoors, lots of bunting and to have free pictures taken of what they'd look like in an Army uniform—courtesy of a life-size headless die-cut.

A new 9-day, 216 hour recruiting record was set by the station's enthusiastic active and reserve recruiters, who took shifts that ranged from 24 to 72 hours, with the help of gallons of black coffee. They were assisted by members of a local VFW post, who helped with applicants in person and on the phone.

And the phones really rang—especially after feature spots on the 6 o'clock and 11 o'clock news of all three of Philadelphia's major television stations. The marathon drew "hundreds" of local visitors, estimates Staff Sergeant Grover Lehman, who received a

ceremonial baton for achieving the largest number of enlistments during the 9 days. In addition to succeeding in its original quest for visibility, the station made 125 percent of mission for that month as a direct result of their unique promotion.

"And that," said SSG Rayer, "is the real bottom line." (Maureen Goth, Philadelphia DRC)

**THE GAUNTLET WAS RAISED.** The challenge accepted. **Sergeant First Class Gareelee Bruner** and the US Army Reserve emerged victorious.

Two months ago, **Brigadier General B.B. Porter**, Commander, Southwest Region, challenged Sergeant Bruner, Memphis Area, to keep up his outstanding recruiting effort of 300 percent of his monthly objective for 2 more consecutive months.

"I knew I could do it," said Bruner. "I told the General I would see him in 2 months and I did."

The first month of his recruiting in the Memphis Area Bruner recruited 18 new enlistments in the Reserve, and for the next 3 months he matched his own record. His unprecedented recruitment of 51 USAR applicants, 900 percent of his assigned objective, shattered all existing recruiting records at the Jackson DRC and marked him as the "finest recruiter assigned," according to his Area Commander, **Captain Dennis Cavin**.

"I use other people's help in recruiting," said Bruner. "I never close out a person without giving him at least three of my business cards. It works. I am getting about one-third to one-half of my recruits from referrals."

When Bruner first arrived in Memphis he mailed out a letter of introduction to prior service people throughout the entire city of Memphis. "This letter helped me break into the area and is one of the main reasons I enlisted 18 my first month."

Bruner believes Memphis is the best recruiting area in the nation. Many of the people in Memphis are unemployed or looking for additional money. Also, since they changed the score for women I am enlisting many more women. The recruiting business is booming in Memphis."

As the recruiting business booms in Memphis, Bruner's Army career booms. In accepting his commendation he received this praise from Cavin, "His performance serves as a hallmark of professionalism for all recruiters to emulate and reflects great credit upon himself and the Army Reserve." (Anne Jordan, Jackson DRC)



## Their Recruiter Saves the Day

**IT'S RARE THAT AN ARMY** recruiter has the chance to save the day for a wedding party; however, **Sergeant First Class Irish Stackhouse** recently found himself in this situation. When two of his enlistees, **Private Dorthula Smith** and **Private James Gibson**, repeated their wedding vows, the Georgetown, SC recruiter was naturally invited to the home ceremony since he had long worked with the couple, counseling them to insure their satisfaction with their Army enlistments.

Stackhouse saw the opportunity to get some very favorable publicity for the Army so he asked for photographic coverage of the event from his A&SP staff. He was especially interested in publicity about this young couple and their Army careers since they are well-known and popular in their community. As it turned out, not only was he able to get the publicity that he wanted, he became the hero of the day when the official photographer failed to show up. Although a relative of the young couple had brought a small camera, none of the photos were coming out well due to the dim lighting.

Stackhouse assured the, by then, very-worried wedding party that he would give the bride and groom the negatives after he had the photos he needed. It was easy enough for the A&SP photographer to include a few traditional poses such as the cutting of the wedding cake, lighting of the candles, and other significant ceremonies.

Since there was plenty of extra film on the roll and it takes no more effort to develop a complete roll than a partial one, no additional work was required to change the disappointed expressions into the joyous ones that the occasion called for and to make the recruiter popular indeed.

Stackhouse's willingness to help his prospects as much as possible and his inclusion in special events in their personal lives are indicative of the way the veteran recruiter does his job. As he explains his philosophy, "Recruiting is like any other sales job in the sense that a satisfied customer creates goodwill



and, therefore, more customers. (His success is clearly indicated by the gold recruiter badge with three sapphire stars that adorns his uniform.)

I believe that it's important to establish a real relationship with the people I enlist—particularly the young people who have a lot of ties in their community. In smaller communities, it's even more important to the recruiter since credibility is vital, and a few satisfied long-time residents can certainly shorten the time it takes for the recruiter to gain the trust of the townspeople."

To those who automatically think of the inside of a recruiting station when asked to visualize a natural setting for recruiting, a wedding might seem an unusual place to expect to meet prospects or anyone who could further the cause of recruiting. Stackhouse doesn't have any trouble making the connection though. He says, "The young couple's teachers, pastor, and friends of their parents are centers of influence and community leaders. Of course, often among the couple's friends are young people who may consider an Army career."

He continued, "I don't mind at all spending extra time in the evening attending a function like this wedding and reception. My presence shows that these young soldiers are satisfied with their careers. It also shows that they consider me—their Army recruiter—a friend, and that's the best recommendation I could have."

Apparently, that's exactly the way the two new Privates Gibson feel. Before the couple left on their honeymoon, the groom gave Stackhouse a hearty handshake and the bride hugged him goodbye and they both whispered, "Thanks, Sarge . . . for everything!" (Joyce Robbins, Columbia DRC)

# He's RA, she's AR; Together they're part of 'Total Army'

Mary and Pat Ranney are members of the all Volunteer Army. Pat, of the Vietnam era, joined the Army in 1967; Mary joined in 1970. Staff Sergeant Ranney is a newly assigned Army recruiter at the Lake Street Recruiting Station in Minneapolis, MN.

Mary left the Army after 8 years to pursue a college degree in criminal justice at the University of Minnesota as a full-time student. She immediately joined the United States Army Reserve and is serving with the US Army Hospital at Ft. Snelling, MN as a clinical specialist. She said she would like to join the Active Army after she receives her degree. Her husband is all in favor of it. "It's a good joint career with good monetary benefits."

Specialist 6 Mary R. Ranney, 27, was born in San Antonio, TX, completed high school and at the age of 18 moved to San Jose, CA, where she visited an Army recruiting station and subsequently enlisted in the US Army. She completed basic training at Ft. McClellan, AL. Her advanced individual training

was completed at the Health Science Academy, Fort Sam Houston, TX where she trained as a Clinical Specialist (91C).

Patrick L. Ranney, 29, entered the US Army in July 1967. He attended basic training at Ft. Campbell, KY. His advanced individual training was completed at Ft. Leonard Wood, MO, where he was trained as a heavy equipment operator. Ranney has served in various military assignments and worked very hard for the assignment of US Army recruiter.

Mary and Pat met the latter part of 1971 at the Patterson Army Hospital, NJ and were married in March 1974. They have served on joint assignments in the United States and Germany. She says it worked well, although sometimes their duties caused some inconvenience and separation.

Their first wedding anniversary found Mary and Pat on the Austrian ski slopes for the first time. She got a few bruises but loves skiing. Mary commented, "It was so quiet on the top of the ski slope. You

could hear the wind rustling trees on the slopes far above the village."

She thinks about having a two-story dream house on a few acres of land in the country. She says, "I want to live in the country, not to get away from people, but only because it gives me a feeling of freedom. I want the dream house full of children—not completely; just slightly full."

Do they share the housework? "Yes," says Pat, "although there are some things I refuse to do like dusting. I'd rather do the cooking."

She won't say who is the best cook, but she indicated she taught Pat a lot about cooking and only she knows how to cook Mexican dishes. She served Pat tacos on their first date but has since modified her recipe to accommodate his taste. His specialty is Italian spaghetti.

Mary refills our coffee cups and says, "Now that I am out of the Active Army, I stop and think back to the places I've been, hospitals I've worked at, people I've met. I can never be sorry I joined the Army. It enriched my life in so many ways."





Upper left, the Ranneys are members of the all volunteer Army. Patrick is an Army recruiter with the Minneapolis, MN, DRC. Mary is a clinical specialist with the 5501 US Army Hospital (USAR) at Ft. Snelling, MN. Lower left, Pat shows an applicant the many opportunities the Army offers. Below, Mary enjoys a friendly romp with her pet.



# *By special REQUEST*

by Pamela J. Roberts  
Columbus DRC

*"If Mohammed won't go to the mountain, then the mountain . . ."* That's what happened when the Northeast Region introduced a new idea in recruiting. Carrying the REQUEST machine into the field rather than operating from the AFEES sounded like a wild idea, but Columbus DRC recruiters found it an effective way of demonstrating their capabilities to the civilian community.

The new method was first tried in the Mansfield, OH area where the REQUEST machine and Reserve and Active Army recruiting personnel were located in a motel for 2 days. The first venture resulted in 18 leads and 10 interviews. Public relations improved as several centers of influence were established and radio and newspaper coverage was obtained.

With such success in Mansfield, the experiment was likely to work in high schools. Four in Chillicothe, OH, in the Columbus South Recruiting Area, were chosen. Area Commander Captain Rich Zimmerman explained the rationale for selecting those four particular schools. "These high schools are our best senior market in Chillicothe and ASVAB testing is mandatory for the senior class. The school counselors use the ASVAB results as well as the Army uses them, and we have a good relationship with all the schools."

Chillicothe High School, the responsibility of recruiter Staff Sergeant Bill Hamblin, was at the top of the list. Hamblin made the initial arrangements with the guidance counselor at the high school.

His previously-established rapport was, in part, instrumental

for the cooperation received. The school guidance counselor arranged for two rooms: one for Zimmerman and Hamblin to talk to all the students attending the presentation, and another smaller room with a telephone to connect and demonstrate the REQUEST machine.

The counselor also assisted Hamblin by notifying juniors and seniors with flyers obtained through the DRC A&SP shop, and by arranging for students to attend the presentations instead of their regularly scheduled study halls. The students were divided into four groups of approximately 30 students each.

Zimmerman, Hamblin and the career counselors arrived at the high school shortly after noon.

The Army was presented to the students as being an ideal environment in which to mature and to learn a skill, an environment that encompasses a number of career fields. Using the Army Post Book, Hamblin described various Army posts and the facilities available on military reservations, and talked about general qualification and Army training.

After each group meeting Hamblin announced that they would be available later that evening at a Chillicothe motel and invited everyone to visit, without obligation, of course. He asked the students to complete Form 200 cards and offered them RPI and giveaways which had been previously arranged on an easily accessible table.

Then Sergeant Annette Keller, Army Reserve career counselor, and Sergeant First Class Rich Noonan, counselor for the Active Army, set up the REQUEST machine in the smaller room to demonstrate its operation and capabilities to the students who stayed.

Keller manned the REQUEST machine while Noonan, an avid talker, carried on a relaxed exchange with the students. Subjects ranged from basic training and medical care to education and off-duty time.

Qualifications of students who had high scores on the ASVAB were fed into the computer to see which jobs were available through the end of the fiscal year. This aroused an interest in the ASVAB. By explaining the test and how the results are read, Noonan convinced the students of the merits of the ASVAB. "Even if you don't go in the Army, the test tells you what you're best qualified to do in life," he told them.

A DEPer among the students provided an excellent opening for Noonan and Keller to fully explain the Delayed Entry Program. Enthusiasm rose in the small group and the questions began. Even the high school counselor entered into the conversation when he saw the REQUEST machine in operation.

Time ran out too soon. Many of the students seemed sorry to end the meeting.

However, the recruiting representatives had another appointment at the motel down the road, so the REQUEST machine was unplugged and loaded for the trip.

The date, time, location and purpose of the temporary motel computer room had been publicized by ads placed in the classified section of the Chillicothe newspaper and by spots purchased on local radio. A telephone blitz had been conducted from the recruiting station during the past 3 days.

Upon arrival at the motel, Hamblin pulled out his Form 200 cards to call prospects. He invited them to visit the motel site and to bring their parents or a friend. Again, he em-



phasized that providing information was the sole purpose of the meeting—no obligations were involved.

An enthusiastic Lieutenant Colonel Daniel Leonard, Columbus DRC commander, joined the team.

"I'm really excited about doing this, and I have endorsed the concept to other area commanders," said Leonard. "It opens up another avenue of exposure for the recruiters and gives us contact with the age group we need to talk to."

During the evening a group of approximately 15 students and recent graduates met with the team. A big advantage of the motel site was the absence of time constraints. There was coffee and good conversation. There were no hard sales and everyone seemed relaxed and pleasantly surprised at the many opportunities offered by the Army.

"I think the informal atmosphere created by going to the motel with the REQUEST machine and the conversations with the recruiters are very important," Leonard said. "People can come in and relax. They don't feel the pressure they might in the business environment of a processing station or recruiting office."

"It has a more humanizing aspect, too. They see the Army as people, not just an organization. I feel these meetings tie into the theme of our advertising, 'Join the people who've joined the Army,'" Leonard continued.

Were there any problems connected with the program? Yes, there were some.

- More time was needed for the presentations in the high schools. The students and high school counselors seemed to thoroughly enjoy what the recruiters and career counselors had to say, but due to school class schedules, the stay in the school and the duration of each group presentation were limited.

- Due to time constraints at the school, only one or two student ASVAB scores could be used with each group of students.

And with hindsight, the team

decided a few features could possibly have made a good thing even better.

- DEPers and recruiter aides could be used extensively to generate additional traffic for the motel site.

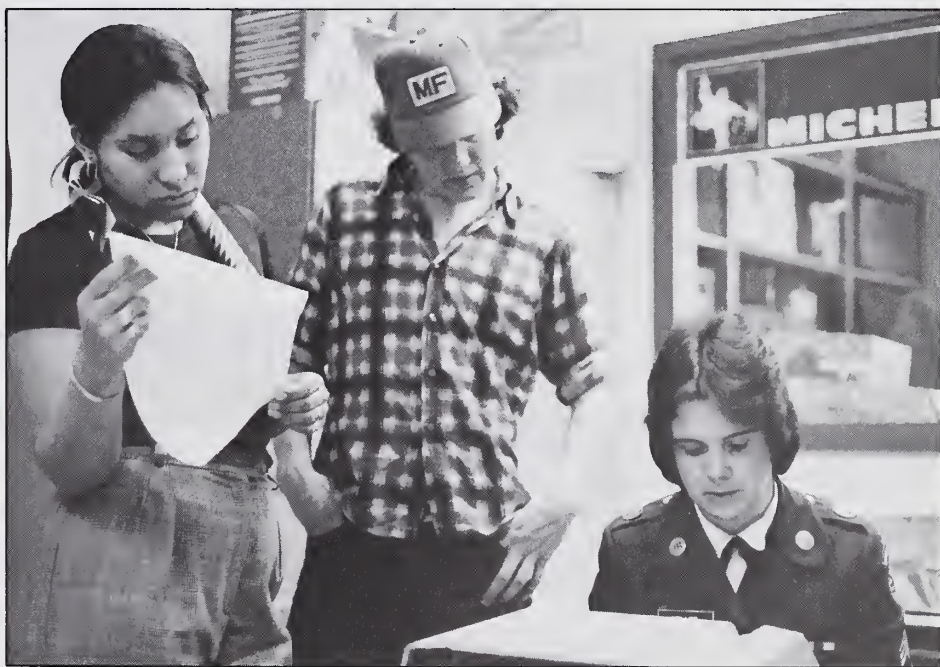
- Specific evening appointments should be made, and prospect transportation provided, rather than relying strictly on walk-in traffic.

- Recruiter aides could be utilized for picking up the individuals for whom appointments had been made. This would also give them an opportunity for one-on-one discussions while travelling to and from the motel site.

This new approach to recruit-



*Sergeant Annette Keller, Reserve counselor, above, finds herself the center of attention as she explains the capabilities of the REQUEST machine. Below, one student pores over possible MOS as the other has his scores fed to the machine.*



ing benefited the recruiting effort by promoting the ASVAB. It also allowed the recruiters a head start in beginning construction of high school lists for next fiscal year from the Form 200 cards completed by some 100 high school juniors.

It was an excellent avenue of visibility and rapport building. Columbus DRC anticipates a number of enlistments, both short- and

long-range, will be forthcoming because of the effort.

Columbus has tried it and likes it. They feel the concept of the career counselors functioning in the field is viable and use of the special REQUEST is important to its success.

Others would do well to remember that the REQUEST machine is portable.



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## *CSA On Reserve Components*

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"Let me step back a moment and look at our Reserve Forces: the Army National Guard and Army Reserve. Never have they been more important, except perhaps at the founding of our nation two centuries ago. I say this because the Active Army, now half the size of its mid-Vietnam peak, is not by itself capable of fulfilling the Army responsibilities for national security.

Over half of the Army's support capability is in the Reserve Forces. Likewise over half of our combat capability is in the Reserve Forces, largely in the Guard with its eight divisions and large number of separate combat brigades and smaller units. Fully two-thirds of those forces which would deploy overseas in a major contingency are in the Reserve Forces."

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## *GI Bill checklist*

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If you're a veteran planning to enroll in or return to school under the GI Bill, the Veterans Administration has a useful check list to help keep those VA education benefits coming regularly:

- Double check your choice of courses to be certain they will count toward your educational objective.
- Register early. VA and your school need time to process your registration so that GI Bill checks can be started your way promptly.
- Avoid dropping classes after registration.
- File for your GI Bill benefits as early as possible.
- If you have to interrupt your education, notify

VA promptly and advise the date you expect to return to classes.

- If you change addresses, notify VA promptly. Of course, you'll want to notify the school and the post office, also.
- Submit transcripts to the college admissions and records office immediately after application is made. This will speed up the school's certification to the Veterans Administration.
- If you have any questions about the GI Bill or eligibility for it, contact the nearest VA regional office, or a service officer from one of the national veterans organizations.

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## *Qualified Soldier/Musicians Needed*

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The Army is looking for qualified soldier/musicians interested in participating in the Army Bands Program. Especially needed are those who play French horn, oboe, clarinet, bassoon, saxophone, piano, and guitar.

Basic musical training is provided for most new Army bands personnel at the School of Music in Norfolk, VA. This training provides new learning experiences and improves music skills through classes in theory, harmony, and ear training, as well

as sharpening individual performance abilities through private lessons, concert band, stage band, and marching band rehearsals.

Soldiers interested in joining the Army Bands program should contact the nearest Army bandmaster to arrange an instrumental audition. The local MILPO can provide further information on the Army Bands Program and procedures for requesting reclassification.

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## *Army gets XM-1 tanks in '80*

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First production deliveries of the Army's new XM-1 tank are scheduled to begin in February 1980. Secretary of Defense Harold Brown recently announced initial production of 110 XM-1 tanks this year, and only 110 next year, if field testing does not demonstrate adequate reliability by that time.

Dr. Brown agreed with the Army that the XM-1

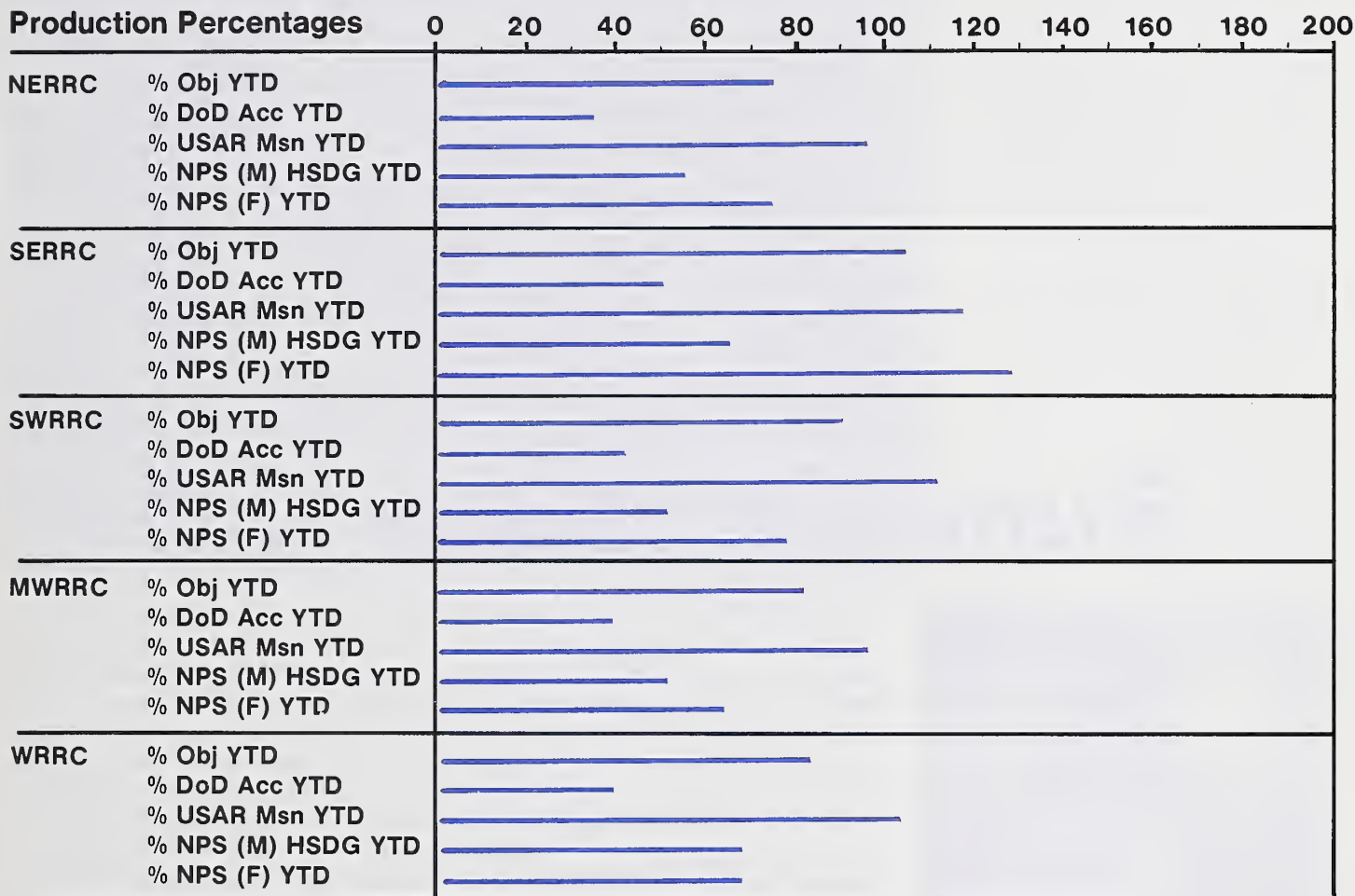
represents a significant improvement in tank technology—better survivability, mobility and firepower—but emphasized the priority for continued testing and engineering modifications to reach needed reliability as soon as possible.

Subsequent production levels will depend on progress in demonstrating that reliability.





# Production Progress

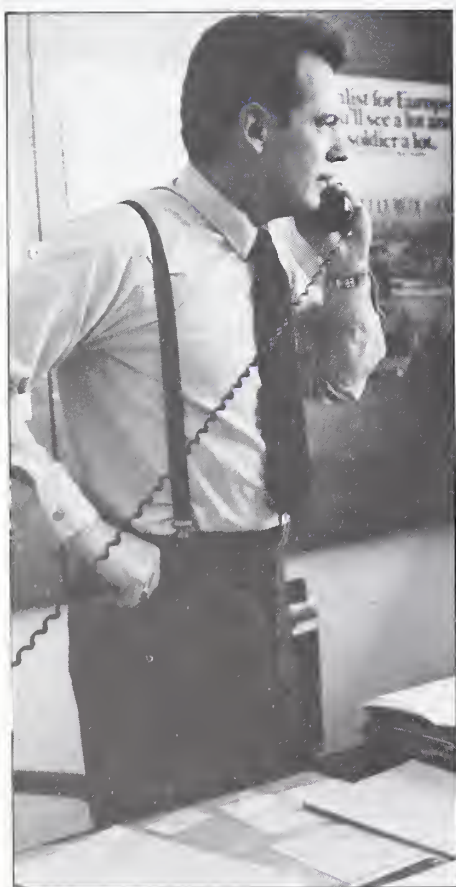


% OF OBJECTIVE YTD 2 OCTOBER 1978 THRU 18 JUNE 1979 FY 79

DRC	% of OBJ	# of Wks. Mission was Accom.	DRC	% of OBJ	# of Wks. Mission was Accom.	DRC	% of OBJ	# of Wks. Mission was Accom.
1. San Juan, PR	122.0	35-35	20. Little Rock, AR	95.5	28-35	39. Pittsburgh, PA	74.6	6-35
2. Jackson, MS	115.7	35-35	21. Indianapolis, IN	94.1	25-35	40. Los Angeles, CA	74.4	5-35
3. Atlanta, GA	112.5	35-35	22. Salt Lake City, UT	94.1	24-35	41. Dallas, TX	74.2	14-35
4. Miami, FL	107.6	35-35	23. San Antonio, TX	91.5	19-35	42. Phoenix, AZ	74.0	8-35
5. Raleigh, NC	107.4	35-35	24. Denver, CO	87.7	16-35	43. Boston, MA	73.6	5-35
6. Montgomery, AL	107.1	35-35	25. Newburgh, NY	86.6	8-35	44. Kansas City, MO	73.3	13-35
7. Columbia, SC	106.0	35-35	26. Oklahoma City, OK	86.5	13-35	45. Omaha, NB	71.9	12-35
8. Honolulu, HI	105.4	32-35	27. Cleveland, OH	85.7	16-35	46. Philadelphia, PA	70.1	3-35
9. Jacksonville, FL	105.0	35-35	28. Sacramento, CA	84.5	10-35	47. Albany, NY	69.9	6-35
10. Richmond, VA	104.0	35-35	29. Albuquerque, NM	83.3	17-35	48. Des Moines, IA	69.2	12-35
11. Baltimore, MD	103.3	34-35	30. Columbus, OH	82.6	13-35	49. Lansing, MI	68.3	7-35
12. Nashville, TN	102.4	33-35	31. Peoria, IL	82.3	18-35	50. Concord, NH	68.1	5-35
13. Cincinnati, OH	101.5	31-35	32. San Francisco, CA	81.6	11-35	51. Minneapolis, MN	65.2	8-35
14. Louisville, KY	100.7	31-35	33. Seattle, WA	79.3	11-35	52. Detroit, MI	65.2	3-35
15. New Orleans, LA	100.6	27-35	34. Portland, OR	78.2	10-35	53. Syracuse, NY	64.3	7-35
16. Charlotte, NC	100.5	32-35	35. Santa Ana, CA	77.4	12-35	54. Harrisburg, PA	63.6	5-35
17. Chicago, IL	100.2	27-35	36. Beckley, WV	75.4	14-35	55. Niagara Falls, NY	59.3	2-35
18. St. Louis, MO	98.9	32-35	37. Long Island, NY	75.3	5-35	56. New Haven, CT	57.2	1-35
19. Houston, TX	96.0	18-35	38. Fort Monmouth, NJ	74.8	10-35	57. Milwaukee, WI	53.9	3-35

DOD ACC YTD a/o 28 Feb 79  
 USAR MSN YTD a/o 28 May 79  
 ALL OTHERS a/o 18 Jun 79

# Success talks . . .



Mackay stays on his toes . . . even on the phone.

**Mackay:** Let me preface this by saying I've read many articles in the **Journal** . . . ah . . . all **VOLUNTEER**, citing examples of recruiters doing one thing or another that will bring everyone instant success. In most cases I don't believe that. In the back of my mind, whenever I read one of those stories, is a recruiter who works at a "walk-in" station. He probably shows up at 9 a.m. and has to fight his way through the applicants to get to his desk. By 2 p.m. he's doing his thing and finishes the year well over 100 percent in all reportable areas.

I don't want anyone to think I have the answers to all the problems. I can only relate what has worked for me and maybe there's someone who can apply my techniques.

**VOL:** What made you leave MP work as an E-7 to begin a new Army career as a recruiter?

**Mackay:** From the rank of E-5 up, the only MP assignments I had were operations or platoon sergeant. I never had a wide variety of MP duties. Recruiting looked like it would be fun and a good change.

**VOL:** Did you find many simi-

larities in the traits necessary for MP and recruiting assignments?

**Mackay:** The MP's have very high standards and are very conscious of their image. I know USA-REC has these same traits. Also, as an MP, I was taught and had to perform in public speaking engagements, use various forms of persuasion and tact. All of these skills are found in the recruiting field, too.

**VOL:** How successful were you as a recruiter?

**Mackay:** I started on production in April 1977 and was 100 percent at the end of FY 77. During FY 78, I made the NERRC Colonel's Club for exceeding 110 percent objective in all major programs.

**VOL:** As a recruiter, what were you looking for in a station commander?

**Mackay:** I feel a lot of people in recruiting leadership positions do not recognize the motivated recruiter. Most of the bosses I had, treated everyone equally. I looked for the station commander that didn't push the overproducer. I always felt that the station commander should monitor and offer help if requested to the overproducer, yet concen-



Born in Hamilton, Ontario, Sergeant First Class Patrick B. Mackay initially entered the Army as a tanker in 1961 and worked his way up to be an armor instructor and tank commander before departing for civilian life in 1964.

As a civilian he was employed with a finance company and International Harvester. Mackay reentered the Army in 1968, this time as an MP. His assignments took him to Thailand; Ft. Hood, TX, and a 3-year tour in Germany with the 529th MP Co. Mackay was Operations NCOIC and NCOIC of the USAREUR Color Guard, where he was awarded the Meritorious Service Medal. A stint as MP platoon sergeant at Ft. Riley, KS, preceded his training and assignment as a recruiter.

Mackay lives with his wife Priscilla, and two daughters in Glen

Falls, NY. He attended Central High School, Hamilton, Ont., and the University of Maryland. Service schools include the NCO Academy, Advanced NCOES (MP), MP Investigators Course and Management Development.

Mackay is recruiting station commander in Glens Falls, NY, a community approximately 40 miles north of Albany, the state capital. His span of control includes the Saratoga Recruiting Station and the Salem CP. He presently has eight recruiters working with him, including two Army Reserve recruiters. His territory covers approximately 2,400 square miles (one-third urban, two-thirds rural) with a total population of 196,000. His station won the NERRC 1st Quarter, FY 79 Best Unit/Section Award.

trate his efforts on the guy who was having trouble and missing mission. I think working for a group of people enabled me to see both the good and bad points, which all helped when my turn in the barrel as a station commander came.

**VOL:** What do you do best as a station commander?

**Mackay:** Being a buffer. I try to act like a shock absorber. There are tremendous pressures in recruiting. I like to work in a relaxed atmosphere. Those two statements oppose each other, so I act like a buffer between anybody or any problem and the guys who work with me. I also treat people differently. I don't work the workhorse to death. He is already making mission plus. I want him to continue to overproduce, but I'll concentrate my efforts on the recruiter having problems.

**VOL:** Do you teach from or rely on a checklist or "recipe" for successful recruiting?

**Mackay:** I know we were taught and have the recruiter's checklist, and I encourage everyone to have and know it. But, be flexible enough not to be a slave to a formal list. Know what's on the checklist,

but personalize it for the particular applicant. This is especially true of prospecting by phone. You cannot go by a prescribed sequence. You must be adaptable to whatever the person is saying on the other end of the phone.

**VOL:** If I called you a sales manager, how would you react?

**Mackay:** I think that's a very accurate assessment.

**VOL:** How do you identify a recruiter who is having a problem

mannerisms. There's something called the "Recruiter's Shuffle." It's when a recruiter is prospecting by phone using his "200" cards. If he's having a problem, he'll start to rationalize and shuffle his cards. "Nope not this one today. I called him 6 months ago and he was pretty negative." Or, "She's probably at work so I'll call her later." These are all signs to me that the guy is on the verge of having a problem.

Then there's the guy who puts

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*"He allows me the freedom to do my job but still provides the supervision. He eliminates the outside distractions and interference. He lets us recruit."*

**SSG David Duell, recruiter**

*"He works with us, both in groups and as individuals. He alleviates the problems and pressures from the top and allows us all to concentrate on recruiting. He's a great guy to learn from."*

**SSG Joseph V. Storms, recruiter**

and what do you do?

**Mackay:** The first indication is not his missing mission. By the time he's missed his mission, he could be weeks into a rut. I look for a change in work habits and methods—inattention to detail is a good indicator. Improper time management is important. Also, just a change in his

off something important to drive 20 miles one way to replace some RPIs in a post office. That's just an excuse to get away from the office; to get away from the phone; his job of recruiting. All of this will happen before he misses mission. I try to spot these changes in behavior before they really get the guy down.

A lot of what we do is based on luck. We feel positive, we act positive. We get turned down a few million times, we feel like the whole world is against us.

**VOL:** At what point would you request assistance for one of your recruiters from either the deputy area commander or from the Professional Development folks at the DRC?

**Mackay:** Whenever you've exhausted your capabilities or your original estimate of the problem tells you to get outside help immediately.

**VOL:** Do you feel it's a "lick on you" or a sign of failure if you request and receive outside help?

**Mackay:** No, because at this stage, if he could be worked with by someone with more experience or better equipped to handle his problems, he can be turned around in a shorter period of time. As I said earlier, many of the bad performances are based on bad timing and luck. Someone else might have an approach to get him on the right track.

**VOL:** If you were transferred to another station, do you think your ideas would make you a successful station commander there?

**Mackay:** Yes. I don't think I've given you any magic. I feel my methodology would work elsewhere.

**VOL:** What are your basic foundations for a successful station?

**Mackay:** Again, no magic; no rabbits out of the hat. I like teamwork. I like teamwork among recruiters. I like them to share ideas, techniques, and to help and cover for each other. I think that is a very healthy environment to work in. My philosophy of—as station commander—acting as a buffer, will lead to a relaxed atmosphere and provide the setting for team play.

**VOL:** Do you keep any type of "homemade" form or log on your management techniques?

**Mackay:** No. I try to talk and visit with the guys everyday. I think I'm open enough with them and they with me to allow for a free




Mackay illustrates a point on the SMART board, above. Below, he searches through a regulation to help a recruiter.



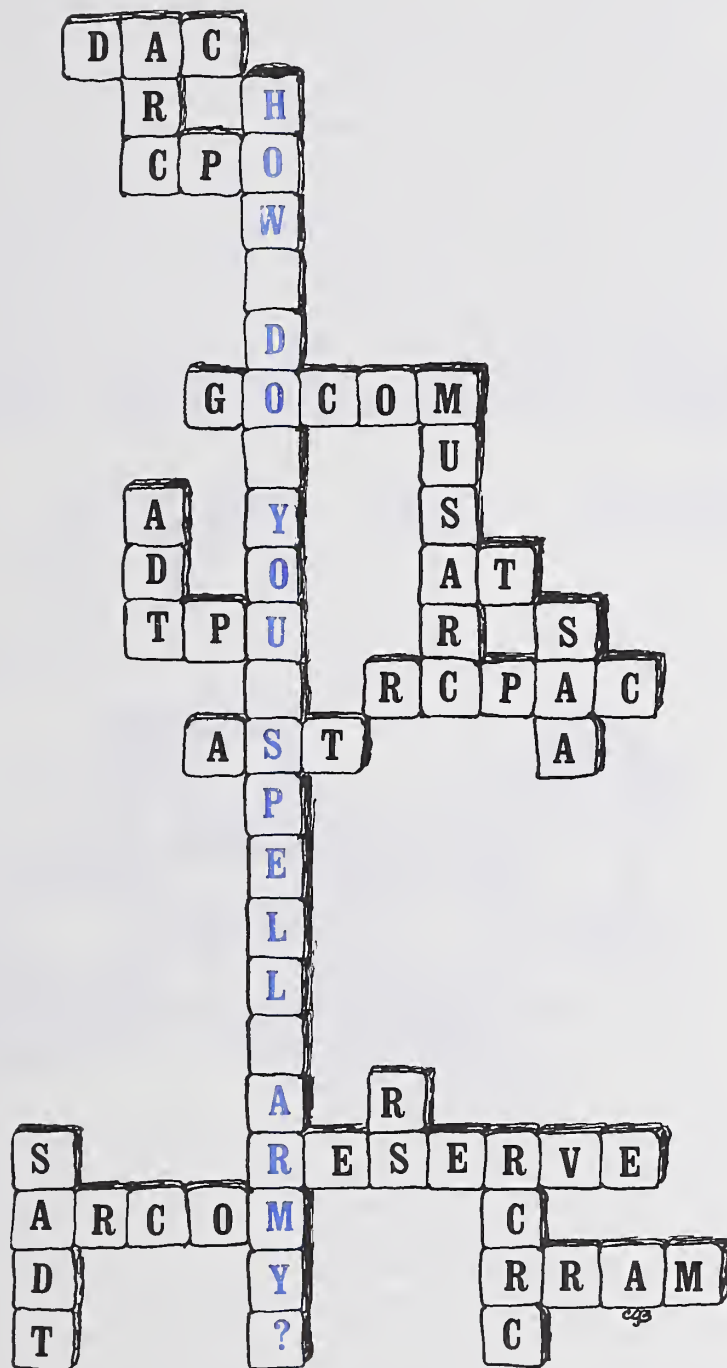
flow of communications.

**VOL:** Are you a work-a-holic? Do you believe in it?

**Mackay:** No, I don't believe in it. A guy who works, say 10 hours a day, should be able to be right on the

button. Long hours over a period of time are detrimental to the guy's health, emotions, family, and are generally counterproductive. The old adage, "Work Smarter, Not Harder," really does apply. 





by CPT Douglas A. Martz, USAR  
Professional Development Officer

If your RS has a vacancy for an RS or ADT OOE, call the AST at the TPU, get an applicant, submit a 1058, get MUSARC/DRC OD, get RCPAC to cut SADT tour orders, and you get a USAR SADT OOE

PDQ, and maybe EOM if not COB, but NLT ASAP.

That's the answer. Now, what's the question?

The question, by an area commander to an RRAM (recruiting/retention area manager) was: "How do you guys get your recruiters?"

That's what we said in the first

paragraph. As the RRAM said, "Well, first of all, we have to find an interested reservist. That in itself can be quite a job. We go to the Troop Program Unit for help, and if we find someone qualified, submit an Application for Active Duty for Training (Form 1058) through the Administrative Supply Technician to the unit commander. After the selection board, the whole thing gets forwarded to the Army Reserve Command or General Officer Command for approval. If the Major US Army command approves, the packet's forwarded to the Army for final determination and to Reserve Component Personnel Administration Center for SADT orders."

The area commander's eyes glazed. "Yeah," he said. "I think I understand—one part at least."

"Which part?"

"Army."

"Oh."

Sounds confusing but it isn't. Just a different vocabulary. But the question remains, how do you spell Army, especially Army Reserve? Let's look at the way the USAR got recruiters before the recruiting merger. It explains the structure pretty well.

The first requirement was an interested person who just happened to be a reservist. He or she didn't necessarily belong to the United States Army. Let's talk as though they did.

The TPU is the basic unit of the Reserve program—any-sized element actively participating in the Ready, Selected, or Active Reserve program. It can be a detachment or a division. It's still the building block element. Reservists, though, only work as soldiers one weekend a month (Inactive Duty or Training or IDT) and two weeks in the summer (Annual Training or AT). Yet, a TPU performs most of the same duties as an active component unit of corresponding size. That's a big job.

To help get the job done, most of the day-to-day routine gets done by Civil Service Commission (CSC) folks. At company and battalion-

sized units, these people are called administrative supply technicians (AST).

So the reservist who wanted to become a recruiter submitted a request through the AST to the unit commander. The request was (and still is) a DA Form 1058 (Application for Active Duty for Training) and includes a picture and current physical. The purpose of all this paper was to get "our" reservist on Active Duty for Training (ADT). ADT is, for all intents and purposes, just like active duty except the soldier remained assigned to his or her unit, or the RCPAC, regardless of how long he or she was on ADT (and that could be from 2 weeks to four years), or to whom he or she is attached for the ADT (such as a DRC).

At any rate, prior to the merger, the packet was submitted to the next higher headquarters—a brigade or corresponding-sized unit. The main CSC person at this level, corresponding to a chief of staff, is called a staff administrative assistant (SAA). He or she assembled a selection board for reviewing ADT requests.

Assuming the packet was approved, the SAA submitted the request to the next higher level—several brigade-sized elements covering a two- or three- state area and called a Major US Army Reserve Command (MUSARC). MUSARC come in a bunch of flavors: a division (such as the 85th Training Division in Illinois), a Maneuver Area Command (such as the 75th MAC in Texas), or an Army Reserve Command (such as the 121st ARCOM in Alabama). MUSARC are also (not to confuse the issue much more) General Officer Commands (GOCOM) and are commanded by a Reserve general officer.

Back to the recruiter we're following.

Assuming the packet was approved at the MUSARC level, it was forwarded to the appropriate Army for final determination. Army, upon approval, forwarded the packet to the RCPAC for cutting ADT orders. You might want to say RCPAC is

the MILPERCEN for the Reserve side of the house. You'd be pretty close to correct.

That's the way the process used to run, before the merger simplified things. You still have to start with a vacancy. When the area notifies the DRC it has one, the DRC notifies USAREC, RCPAC, and/or the MUSARC in the area. All these folks help find interested and qualified reservists. The reservist submits a packet through his unit to the DRC. The DRC commander forms the selection board with a USAR representative (usually the DRC Reserve

still have to start with a vacancy.

The DRC commander with an RS vacancy submits an announcement to the supporting Civilian Personnel Office (CPO) and requests a list of names. From among these names (all of whom are pre-qualified), he and the concerned area commander make a selection, notify CPO of their selection, and the person comes to work. It's not quite as easy as it sounds, but that, roughly, is the process.

Once the recruiter's selected, regardless of flavor, he, she, or they go to the Army Recruiter Course. It



operations officer).

After the board's approval, the DRC commander forwards the board's recommendation through region to HQ, USAREC. USAREC, taking the place of Army in the old system, has final approval authority and, after a dossier check, requests RCPAC cut ADT orders.

It's a cleaner system and allows the reservist and DRC to start getting used to each other while providing DRC and RRC commanders control over the selection process.

Army recruiters, however, come in three flavors—active duty, ADT, and recruiting specialists (RS). An RS is a Department of the Army civilian (DAC) whose job and specialty is recruiting. The process for hiring an RS is different, but you

used to be a separate course called the Reserve Component Recruiting Course (RCRC) but today all new recruiters, regardless of component or flavor, go through the ARC. On completion of school, he, she, or they go to the field and begin recruiting people for the Army and Army Reserve. Which brings us full circle, right back where we started.

Okay? Now—if your station has a vacancy for an RS or ADT recruiter, contact your local AST at the TPU, get an applicant, submit a 1058, get it approved by the DRC and USAREC, and get RCPAC to cut orders. Understand?

Confused? Don't be. It's in the phone book under Reserve Center.

It's just another way to spell Army.



# Neither snow, nor hail, nor flood ... stops the Jackson DRC

By Anne Jordan  
Jackson DRC

Torrential rains fell in Mississippi during the week of April 9, creating the greatest flood disaster in the history of Jackson. As the water crept higher, people were forced from their homes and businesses were closed.

The Jackson DRC never closed its doors, however. In fact, they were opened even wider to admit people from all the armed services, AFEES and new recruits. Under crowded working conditions and with hardships placed on all by the floodwaters, the DRC continued to meet its mission while coordinating all recruiting efforts.

Said Lieutenant Colonel Donald M. Frierson, Commander, Jackson DRC, "Everyone pitched in and did their part."

The Pearl River reaches flood level at 17 feet. On April 18 it reached its crest at 43.25 feet. Roads were under water as well as the greater part of downtown Jackson. People moved their belongings onto the roofs of their homes as the water continued to climb. Many homes in areas that had never been affected by high water were completely immersed. President Carter declared the entire state a national disaster area.

The mayor closed the downtown area on April 16, and the AFEES office was surrounded by floodwaters.

"We never actually got water in the building," said Major Lester Rucker, Commander, Jackson AFEES, "but with the downtown area sealed off we were unable to get to our office. Through the cooperation of Colonel Frierson and his command we moved to the DRC on Monday morning. Within an hour and a half we had moved our equipment, files and people into the Army Reserve office and were operational by 9 a.m. The Navy Reserve also got flooded out of their office so we shared some of our borrowed space with them. We adjusted around the problems. It was a tremendous cooperative effort."

Three AFEES offices were involved in the effort to continue a smooth flow of applicants through processing. Active duty and DEP personnel were processed in Memphis and New Orleans AFEES.

The DRC borrowed the AFEES military bus and two recruiters drove applicants from North Jackson, Kosciusko, Greenville and Grenada to Memphis for processing. Applicants from south Jackson were driven to New Orleans where a guidance counselor from Jackson helped process them. "Our hats are

off to Memphis and New Orleans AFEES for their assistance," said Frierson.

"The Trailways busline also assisted in carrying some young men and women to Memphis," said MSG Huck Huskisson, Operations NCO. "Because of the water it was impossible to get our recruits to the bus terminal, so we just flagged the bus down on the highway to Memphis. The entire week reflected a spirit of cooperation and commitment that was extraordinary."

After work many employees of the DRC and AFEES helped in the flood effort, from cooking at the Red Cross relief stations to placing sandbags on levees and helping people to evacuate.

Unfortunately, down the river Sergeant First Class "Buck" Flow-ers, long-time member of the Jackson DRC Professional Development shop, was not faring so well. Long before daylight one morning he called for help from a friend. He explained that water had backed up from the river and was coming into his house. Then his voice trailed into a mumble.

Through water above their knees, several friends made their way to Buck's house, loaded the TV sets into a boat and used bricks to elevate the other furniture, which was already mostly ruined. Even



Flooded streets didn't stop this Army van from moving out and making mission. Above, a view of the Jackson, MS, skyline during the flood. Left, an aerial view of the inundation of Interstate 55, northeast of Jackson.

though the beds were above water, the mattresses were soaked. Guns, clothes, frozen meat, encyclopedia, photograph albums and miscellaneous items of sentimental value were retrieved. Then the pick-up truck and boat with trailer were pushed into an area of safety. Throughout the day Buck and his helpers salvaged what they could from the water-soaked house.

The flooded city is now cleaning up and moving again on the once submerged roads. The DRC has settled back into its routine, occasionally sharing news or an anecdote about the flood. AFEES is back in its offices and a state of normalcy is nearly the order of the day once again.

"It was a total combined effort that went into play when disaster struck," said Frierson. "There is such pride in doing a job well here that even the greatest of hardships did not lessen the quality of performance. We closed at 112 percent of our RA mission the week of the flood. It's one heck of a group we've got here."





Everyone has to have hobbies, and one of mine is to figure out how to go about the impossible task of incribing, on the head of a pin, all the answers to all of the questions people seem to have about Army advertising. So far I haven't found a big enough pin. But the quest goes on. In the meantime, the following questions, some of which were actually asked, and answers, some of which I wish I had thought of at the time, are presented on the pages of *all VOLUNTEER* while I look for a bigger pin.

**What can you expect from advertising?**

No miracles. If you were a successful seller of olive drab widgets, and you suddenly stopped advertising, you would continue to sell perhaps 80 percent as many... until you went bankrupt. Army advertising accounts for about 15 percent of annual recruiting expenditures and the evidence is that it is responsible for somewhat more than 15 percent of enlistments.

**Why can't you be more precise about how much we get from our advertising?**

For the same reason your doctor can't tell you how much the medicine he prescribed helped you recover when you were sick. Many causes for one effect.

**How fast does our advertising work?**

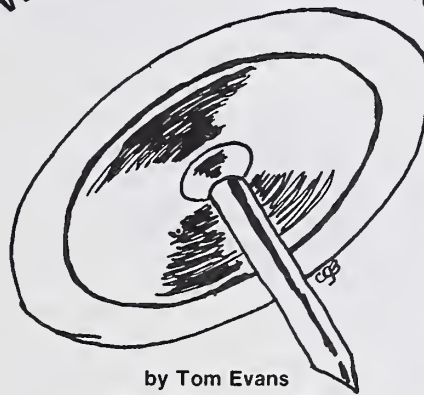
People don't enlist impulsively, as they might try out a new kind of breakfast cereal. Army advertising works by teaching young people that Army service offers them ways to solve their problems and gratify their needs. All teaching depends on repetition, and the lesson is a complicated one. Therefore, the persistent drumbeat is more important than the occasional fanfare. We can sometimes get more advertising responses in a hurry by intensifying the advertising, but that only works because young people have seen earlier advertising, have thought about it, and are ready to be "nudged" into taking action.

**How does Army advertising help us make objective?**

All advertising tells people things that cause them to respond in ways that create opportunities for good salesmen. If a young person does what all our ads suggest—ask for additional information by phone or mail—that request tells us something about his or her particular interests and also lets us put a recruiter in touch.

Getting in touch is obviously important for the Army because not many young people decide to enlist solely on information they get from Army advertising. Moreover, we know from the way they answer

*Why we do what we do*



by Tom Evans  
Deputy Director, A&SP

survey questions about their preferences that they will more easily be sold on such alternatives as a job near home, the Air Force and the Navy.

When a recruiter does make contact, whether or not it was through advertising, the fact that the prospect has learned of Army opportunities from advertising can save preliminaries and help the sale along.

**Can't our advertising change those preferences?**

It could if they were based on major misconceptions about the different military services, but that is not generally the case. There is no dispute, for instance, that in the Air Force the combat mission is performed by officers. What we can do is point out that the Army has opportunities that make it worth looking into regardless of what one's general preferences may be.

**How do you tell how well ad-**

**vertising is working?**

It is not always easy. By counting mailed requests for information we can tell which of our print ads and direct mail pieces work best. However, that doesn't tell us how exposure to Army TV spots, for instance, helped cause someone to fill out a card or coupon and mail it in. When people phone in their requests, there are other complications. The operators at our toll free number service always ask, but people frequently can't tell where they got the idea... and the number. With local advertising, logging of calls to a recruiting station puts an administrative burden on recruiters, and keeping a reliable record is difficult.

**How can you tell if a new ad will work?**

We know a lot about how young people respond to different recruiting appeals, partly from attitude surveys conducted over many years and partly from evaluation of phone/mail requests for information. That knowledge gives us something to go on. Also, new ad formats are tested with small groups of young people to see how well the important sales points come across.

**What are the important appeals?**

Skill training, educational opportunities, pay and benefits, and opportunities for travel are the appeals most likely to get young people to respond. That has not changed over the years and it is also very similar in all parts of the country. Physical challenge is attractive to an important minority.

Testing has shown that intangibles, such as opportunities for leadership, a chance to grow up, and the satisfaction of serving your country do not work well on their own, but they do have some influence and we also think they are points that young people should consider. So we usually employ them in combination with the primary appeals.

**Are there any turn-offs?**

Many recruiters believe that a

strong combat arms flavor in the advertising deters response, and our testing has shown that this can be so. That presents a problem because it is well-known that many Army enlistments are in the combat arms, and if it looks like we are trying to convince people otherwise it will make all of our advertising less believable.

We have, in fact, been able to make combat arms advertising that works well by focusing on the people involved—real soldiers saying they feel good about having met the personal challenge—rather than the combat mission. We also include coverage of the tangible benefits, such as pay, bonuses, and educational opportunities in the same ads.

#### **Can you tell how an ad will work just by looking at it?**

If you try hard to look through the eyes of a civilian 17-year-old you may be able to. However, most people rely on personal preference, and that is very risky because young civilians are often unfamiliar with, or hostile to things that the average Army officer or NCO likes and understands. Also it is very hard, even for people in the ad business, to keep in mind that the most entertaining ad—the one with the cleverest headline or the zippiest photography—may not always be the one that works best.

**If advertising works by teaching people that we've got what they want, why don't we just use a standard ad that says "Service in the US Army offers good pay, educational opportunities, skill training . . . etc. . . .?"**

Because we are not doing our teaching in a classroom. Advertising can only register a message if it first compels attention. Although we still have a lot to learn about how advertising communicates messages, some things have been established through experience and experimentation:

- People learn facts better from print advertising. Broadcast and outdoor advertising affect behavior by conditioning people to react un-

consciously to images and phrases. Both are necessary, and they help each other out. The conditioning received through exposure to a TV spot makes a person more responsive to printed or oral sales presentations.

- Appearance counts. Better registration and response are achieved with four color print displays than with black and white. Pictures help, and pictures that "bleed" off the page work better than ones that don't. The sight, sound, and movement of TV communicates more in 30 seconds than the "one sense" transmission of a radio spot.

- Audience involvement makes a difference in the amount of information you can get across. At one end of the spectrum, direct mail letters say a lot can be studied without distraction. At the other end, a billboard is a "one idea at a time" medium, suitable only for transmitting a simple image that can be grasped in a three- or four-second glimpse. The difference between the two shows why outdoor advertising is a mainstay if you are selling cigarettes but direct mail is a more important part of the media mix for Army enlistments.

#### **Are the advertising appeals discussed above the only things communicated through Army advertising?**

No. Where and how you advertise tells people important things about you. For instance:

- By associating the Army, through advertising, with things young people are enthusiastic about, such as competitive athletics, contemporary music, youth entertainment programming on TV, and motor sports, we are telling them that they can pursue personal interests in the Army. This is important because "loss of personal freedom" is a major reason given by young people surveyed for avoiding military service.

- By letting serving soldiers comment on their own Army experience in our magazine advertising we reassure our prospects

and their parents that the Army is made up of people just like them who have been able to achieve personal satisfaction. This is a way of overcoming the objection that the Army stands only for regimentation and disregard for personal goals and objectives.

- By maintaining high standards in the design and display of our ads we reflect the professionalism of the US Army to the reading and listening public.

- By advertising in the family magazines, such as *Reader's Digest*, we tell parents that we recognize and respect their important role in decisions to enlist. Conversely, we may pass up opportunities to advertise in magazines that quite a few young people read but parents might find offensive.

- By showing some of the bad with the good we tell young people that the Army is not going to mislead them about the realities of military service. We also satisfy the Congress and important opinion leaders that Army recruiting is not fostering a "nine-to-five" image of military service. Some may be uncomfortable with this "warts-and-all" approach, but smart salesmen know that if you give people good reasons for believing you are being totally honest it will pay off in the long run.

#### **Is associating the Army with things young people are enthusiastic about the reason the Army advertises on TV programs like *Laverne & Shirley*?**

Not the only reason. That particular program is also one of the most effective ways to reach large numbers of young people, and every kind of advertising we do has to be efficient in reaching our audience and/or producing leads. A spot on "*Laverne & Shirley*," for instance, puts us into 30 percent of US households, and a very high proportion of the viewers are in our target audience.

And that word "efficient" suggests a whole bunch of other questions. Maybe I should trade in my pin for a thumb tack.





# 91S: Environmental Health Specialist

by SGT Claudia Beach  
all VOLUNTEER Staff

An ounce of prevention is worth a pound of cure—so the saying goes. The job of the Environmental Health Specialist is to provide that “ounce.”

To be eligible for training in this field the applicant must have transcripts showing completion of courses in algebra and chemistry.

It takes 15 weeks of intensive training at the Army's Academy of Health Science, Ft. Sam Houston, TX, to earn the military occupation specialty (MOS) 91S.

The course encompasses a wide range of subjects. Students learn the life cycle and identification of insects and rodents.

They are taught the techniques of water purification and field sanitation. This training qualifies them as instructors. After AIT they may be called upon to give classes to units which spend much of their time in the field.

Students learn to analyze drinking water for chemical, biological and radiologic contaminants in accordance with Army and US Environmental Protection Agency guidelines and regulations. Spending time in the outdoors makes snake and poison ivy identification a must also.

The use of pesticides and the apparatus used for extermination are learned towards the end of the course. How much of the chemical, for which insects, with which machine, are the principles drilled into each student's head.

When they graduate from the school as Environmental Health Specialists they perform a large number of tasks relating to preventive medicine.

On any given day, the specialist may be found inspecting sewage treatment on a post or in the field,

making an inspection of a ship for quarantine purposes, inspecting hospitals, barbershops, dining facilities, barracks and swimming pools to make sure they conform to sanitation standards.

They also play an important role in the Army Occupational Health Program. Activities of a 91S in this program are administering hearing tests, vision tests and other screening examinations.

The 91S is also active in evaluating work sites for occupational hazards such as noise and toxic

chemicals and safety. Regulations for these hazards have become a federal requirement established by the Occupational Safety and Health Act.

medical facilities for the presence of roaches and rodents. When necessary she employs pesticides to remove them. She also travels to Reserve centers in Illinois and Indiana to carry out her duties.

In the spring the termites and weeds keep her busy. She makes repair recommendations for those buildings which have suffered from termite infestation.

During the summer the single most important task is that of mosquito control. Control of the fly and spider population are not far



behind. Workdays in the summer often start at 5 a.m. and end at 8 that night.

In the fall Koelsch can often be found setting traps for raccoons and squirrels. Once caught they are removed from post to an area of forest or woods where they are released.

By this time the cycle has been completed and it's time to keep an eye out for the roaches again.

In the field of health sciences the public's eye is usually on those who treat the sick, not those who prevent the disease itself. Nevertheless, the environmental health specialist has an important and rewarding career to pursue.

Private First Class Leila Koelsch, an exception to this general rule, is assigned to the 533d Engineer Battalion, Ft. Sheridan, IL. Her duties are many and varied though they follow a seasonal pattern. During the winter she inspects base housing, warehouses and

chemicals and safety. Regulations for these hazards have become a federal requirement established by the Occupational Safety and Health Act.

The environmental health specialist can be assigned to field medical units or to post medical facilities where most of the time would be spent in a laboratory environment.

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